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Minutes, College of Arts & Sciences Faculty Meeting, February 2, 1981

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January 19, 1981

FROM: Ad hoc Governance Committee

TO: Council members

SUBJECT: Three Steps Toward a Revision of the Faculty Bylaws

The steps below represent a systematic approach to presenting the Faculty with a choice between two types of governance: (a) a committee system similar to the one suggested in the Report of the College Planning Committee, and (b) a modified Senate. Attached are two appendices, one a set of proposed amendments to be placed on the agenda of the February Faculty meeting and the other an outline of revisions needed to make the Bylaws reflect each of the systems of governance mentioned above.

In reading this report you will need to have a copy of the Bylaws at hand. Please notice that the most recent issue of the Bylaws does not include the amendments passed last year, which changed some of the evaluation procedures listed in Article X.

Step 1. February Faculty Meeting: Formal Division of the College Faculty into Four School Faculties

The amendments to Articles II and III of the Bylaws (see Appendix I) should be voted on at the Winter Term meeting. Prior to that meeting, perhaps on Wednesday, January 28, a colloquium should be held for the purpose of explaining this initial step in the revision of the Bylaws. The proposed amendments reflect the current division of the College Faculty into four School Faculties. The professional librarians met with the Ad hoc Committee last fall and presented a position paper in which they agreed to accept membership in the College Faculty rather than in any one School Faculty, thus removing one of the serious objections to the proposed new system of governance. Article II, Section 2, F, reflects the librarians' wish to have a non-voting liaison representative at meetings of the four School Faculties.

At the January colloquium the Ad hoc Committee would also like to begin discussions of the choice between the proposed system of councils and committees and a modified version of the current system, in which the Faculty delegates its authority to the Senate. The outline provided in Appendix II could be used to demonstrate the basic differences in the two plans.

Step 2. Special Meeting of the Faculty in Early March: Abolition of the Senate and adoption of Amendments to establish major councils.

Prior to this special meeting the Faculty should have ample time to consider proposed amendments to Articles I, III, IV, V, VI, VII, VIII, IX. These amendments would be written in accord with Plan A in

Appendix II. The first vote to be taken at the meeting would determine whether Article III, Section 5, Delegation of Authority to the Senate, would be deleted. Should that amendment pass, it would be with the understanding that it not take effect until the end of this academic year, thus allowing the current Senate and Standing Committees to function until a new system is in place. If the Faculty votes to abolish the Senate, the other amendments could be considered in order, beginning with Article I. The President of the Faculty should also direct each School to proceed with developing its own committee structure. For the School of Arts and Sciences, the Council members might wish to act on behalf of the Faculty or might prefer to have the Faculty elect a committee for the purpose of designing a committee system appropriate to its needs. The Ad hoc Committee members would be available to serve as resource persons.

Should the Faculty vote not to abolish the Senate, most of the other amendments become irrelevant, since they deal with deleting references to the Senate and creating new Councils. It might be possible to vote on Article VIII, Officers of the Administration, which would specify the titles and duties of newly created administrative positions, such as Vice-President for Development and Dean of the College, but only if those descriptions can be written without reference to the Senate and remain accurate with the Senate in existence.

Step 3. Special Meeting of the College Faculty or the four School Faculties in early April.

The outcome of the March meeting will determine whether the April meeting is a full Faculty meeting for the purpose of voting on amendments to modify the Senate and Standing Committees or whether each Faculty meets separately in April.

If the Faculty votes to abolish the Senate and accepts most of the other amendments presented in March, each School Faculty should have an April meeting to pass provisional guidelines for the standing committees it wishes to have in place during the academic year 1981-82. Each committee created shall have the responsibility of preparing a statement concerning its membership, responsibilities, and duties. Each School Faculty should decide on the degree of autonomy it wishes to grant to the committees and agree upon the means by which committees should report their decisions and actions to the Faculty. The Ad hoc Committee suggests that all information concerning committees be compiled in a Handbook on Committees, Policies and Procedures, rather than in the Faculty Bylaws.

If the Faculty votes to retain the Senate, the April meeting would be the appropriate time to present a series of amendments designed to modify the Senate, the Council, and the Standing Committees. These amendments should be written by the Council, and distributed well in advance of the April meeting. The Plan B section of Appendix II could be used as a guideline for writing the necessary amendments.

If the preceding three steps are carried out, the Faculty should have at least the broad outlines of its governance system in place by April. The appropriate elections can take place in May.

The Council may wish to propose minor amendments to Article X—Faculty Evaluation at the May meeting, but that Article should remain essentially unchanged in order to conform to AAUP guidelines.

The Ad hoc Committee suggests that Article XI—Faculty-Student Relationships not be revised until a new Dean of the College is hired, since he or she is the person most likely to have good ideas for revising the Student Court and the Faculty Appeals Board.

Article III.

Section 1.

Delete: everything following "in"

APPENDIX I

Proposed Amendments to the Rollins Faculty Bylaws

Article II. Faculty—Membership and Suffrage

Insert: The title "Section 1" before the first paragraph.

Change: Sections 1 through 6 to Parts A through F.

Add: Section 2. For administrative purposes the Rollins Faculty is divided into four School Faculties: The Arts and Sciences Faculty, the Crummer Graduate Business Faculty, the Continuing Education Faculty, and the Education and Human Development Faculty. The following shall comprise the Faculty of each School, shall have the right to attend the School's faculty meetings, and unless otherwise specified in these Bylaws, shall possess all the usual rights and privileges accorded faculty members.

- A. Teachers serving full time under academic appointments in the School at the rank of instructor or above; and administrative personnel of like rank.
- B. Administrative and executive officers with faculty rank in the School. These officers shall not acquire faculty tenure by virtue of their administrative offices.
- C. Athletic coaches with faculty rank in the School.
- D. Teachers appointed to part-time positions shall have the right to attend faculty meetings but shall not have the right to vote. *unless specifically granted the right by the faculty as the whole. Specific*
- E. Teachers serving in full time off-campus positions on an annual contract who are teaching regularly scheduled classes as a part of the School's curriculum for which credit is given toward a degree shall be considered voting members of the School Faculty.
- F. A librarian with faculty rank shall be designated by the Library Faculty to the School's faculty meetings for the purpose of liaison, but shall not have the right to vote.

Article III. Faculty Responsibilities, Rights and Duties

Section 1. Academic Authority and Responsibility

Delete: Everything following "enrolled in"

Substitute: "Its four Schools and in the Patrick Air Force Base Branch. Each Faculty shall be responsible for the proper functioning of sound academic procedures within its School.

Delete: Parts A through D.

Substitute:

- A. Each Faculty shall prescribe the qualifications for admission of students to the School and to all its programs of instruction.
- B. Each Faculty shall be responsible for devising and approving a curriculum of studies for its instructional programs.
- C. Each Faculty shall establish sound academic requirements for the pursuit of these studies.
- D. Each Faculty shall prescribe the attainments requisite for graduation in its programs and shall nominate and recommend to the Board of Trustees candidates for all degrees and for all other diplomas to be issued on the satisfactory completion of courses of study.

Article III, Section 3. The College Calendars

Change: "The" to "A" before the word Faculty in both sentences.

Insert: "its" before the word "Commencement" in the last sentence.

Article III, Section 4. Election of Committees.

Delete: entire sentence

Substitute: The Rollins Faculty and the four School Faculties shall elect such committees as are deemed necessary to carry out their responsibilities and shall have the right to delegate some of their authority to those committees.

APPENDIX II

The two columns below outline the revisions which would need to be made in the Bylaws once the Faculty has chosen whether to institute a new governance structure or to retain the Senate and modify it to reflect the recent division of the College Faculty into four Faculties

<u>Bylaws Article</u>	<u>Plan A—New Structure</u>	<u>Plan B—Modified Senate</u>
Article I. General Governance	Delete reference to Senate	No change
Article II. Faculty Membership & Suffrage	Revise according to amendments in Appendix I, thus creating four Faculties within the College Faculty. Librarians are part of general Faculty but not affiliated with any individual Faculty.	Same as Plan A
Article III. Faculty Responsibilities, Rights & Duties	Change "The Faculty" to "Each Faculty" in Section I, Parts A through D. See proposed amendment in Appendix I. Delete reference to the Senate in Sections 2,5,6	Same as Plan A, but retain reference to Senate
Article IV. Meetings of the Faculty	Add that each of the four Faculties shall schedule regular meetings during the fall and spring terms.	No change, unless a change in the definition of a quorum is desired.
Article V. Officers of the Faculty	Arrange for each Faculty to elect a Chair or Presiding Officer who will represent that Faculty on one or more of the College Councils	Stipulate that the Vice-President is also President-elect. The President serves one year only and is replaced by the Vice-President. The Secretary serves two years <u>One</u> at-large member serves two years. Terms are staggered so that one year we elect a President-elect and a Secretary. The next we elect a President-elect a at-large member. Parliamentarian is appointed by the Council.

<u>Bylaws Article</u>	<u>Plan A—New Structure</u>	<u>Plan B—Modified Senate</u>
Article VI. The Senate	<p>Delete description of Senate. Substitute a description of the Council on Administration and Campus Services. (If the Faculty approves of combining these two Councils.)</p> <p>Review the duties of the Council of the Senate and include some of them in the duties of the newly created one. For instance, Article VII, Section 1, Parts B,C,G,H. Also retain the judicial procedure stated in Article VII, Section 2, Part C.</p>	<p>Revise membership. Substitute Dean of the College for Vice-Provost. Add Dean of Crummer, Dean of Education and Human Development. Add representation from the other School Faculties.</p>
Article VII. The Council	<p>Delete description of the Council of the Senate. Substitute description of the Council on Budget Policy. Specify its membership, responsibilities, duties.</p> <p>Retain from the description of the Council of the Senate Section 1, Part I, (2), (3). In Part I (2) change "various heads of departments" to "Deans of the Schools." In Part I (3) change from "with the advice of the Deans and the Professional Development Committee (or its successor)."</p>	<p>Change representation so that there are two at-large members elected from the School of Arts & Sciences and one representative each from the other School Faculties. Perhaps include other administrators such as Dean of the Faculty and Vice-President for Development.</p> <p>Terms of office of the Faculty members should be staggered</p>
Article VIII. Officers of the Administration.	<p>Insert new Article VIII which would describe the Council on Educational Policy.</p>	<p>Revise titles and descriptions to fit the current administrative structure of the College.</p>
Article IX. Committees	<p>Delete description of Committees and change Article IX to "Officers of the Administration."</p> <p>Revise titles and descriptions to fit the current administrative structure of the College.</p>	<p>Revise membership of Standing Committees to provide representation of the four School Faculties on the appropriate committees.</p>

Bylaws Article

Plan A—New Structure

Plan B—Modified
Senate

Article X. Faculty
Evaluation

Remains essentially the same
in order to conform to AAUP
guidelines. Faculty should
decide whether CWEC will be
for all Schools. Change
"Department Head" to "Depart-
ment Chair" throughout.

Same as for Plan A.

MEMORANDUM

ROLLINS COLLEGE

From Dr. Carol Lauer
Secretary of the Faculty
To Members of the Faculty

Date January 29, 1981

Copies To College Archives

Subject Faculty Meeting

The winter term faculty meeting will take place on Monday 2 February 1981 at 4 p.m. in Crummer Auditorium.

AGENDA

I. Announcements and Reports

- A. Dr. Hales
- B. Dr. Seymour
- C. Mr. Marcus
- D. Dr. Denicola
- E. Ms. Ingraham
- F. Dr. Duvall

II. Business

- A. Proposed changes to Rollins Faculty Bylaws concerning governance. The amendments to be considered divide the college faculty into four school faculties.

Dr. Lancaster, Ad Hoc Committee on Governance.

See Attachment I

- B. Proposal on salary schedule for Rollins College Faculty. Ms. Mack, Professional Development Committee.

See Attachment II

III. Other Business

IV. Adjournment

ATTACHMENT I

Proposed Amendments to the Rollins Faculty Bylaws

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Change: Sections 1 through 6 to Parts A through F.

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- C. Athletic coaches with faculty rank in the School.
- D. Teachers appointed to part-time positions shall have the right to attend faculty meetings but shall not have the right to vote.
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Article III. Faculty Responsibilities, Rights and Duties

Section 1. Academic Authority and Responsibility

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Substitute: "Its four Schools and in the Patrick Air Force Base Branch. Each Faculty shall be responsible for the proper functioning of sound academic procedures within its School.

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Insert: "its" before the word "Commencement" in the last sentence.

Article III, Section 4. Election of Committees.

Delete: entire sentence

Substitute: The Rollins Faculty and the four School Faculties shall elect such committees as are deemed necessary to carry out their responsibilities and shall have the right to delegate some of their authority to those committees.

ATTACHMENT II

SALARY SCHEDULE FOR ROLLINS COLLEGE FACULTY

BASIC PRINCIPLES

1. That average salary levels at each rank equal to those of AAUP Rank I for category II A be reached by 1985 (as recommended in the Long Range Planning Committee reports).
2. That there be no decrease in average faculty salaries in real terms and to accomplish this that the minimum annual increase in the salary pool be the cost of living percentage increase as measured from September to September by the Consumer Price Index.
3. That automatic salary increments be granted upon promotion to higher rank and further that the amount should vary among the various ranks, becoming greater as rank becomes higher.
4. That a salary increment be granted upon attainment of the next highest degree level, Masters or Ph.D.
5. That a representative salary scale (formula) should be used as a guideline for starting salaries for new faculty members.
6. That merit be recognized as an important component of salary considerations. The awarding of merit should not be instituted until it is carefully defined and administered.

Dr. Roland J. B. Goddu
2 February 1981

AMEND: Appendix I, Section 2, Item D - by Adding:

...unless granted specific rights by vote of the school faculty as a whole.

RATIONALE:

there are instances where a faculty chooses to offer individuals specific rank and privileges because of the eminent scholarship or competence of that individual and because of the wisdom and experience that individual can bring to faculty deliberations. Some of these individuals are not interested in full-time employment status, yet they are concerned that some voting rights within a particular faculty are appropriate. It also should be possible that persons on full-time in one faculty be offered faculty status in another faculty; again, voting rights and privileges should be specified by the host faculty.

The extent of these rights should be voted on by the host school faculty in each instance.

MEMORANDUM

ROLLINS COLLEGE

FROM: Dr. Carol Lauer
Secretary of the Faculty

DATE: February 9, 1981

TO: Faculty Members

Copies To: College Archives

SUBJECT: Faculty Meeting Minutes, 2 February 1981

The winter faculty meeting was held on 2 February 1981 at 4 p.m. in Crummer Auditorium with Dr. Hales presiding. There were 64 out of 125 faculty members present.

The following signed the attendance register:

Beer, B.	Currie, D.	Hill, D.	Lineham, T.	Rosazza, J.
Bloodworth, J.	Danowitz, E.	Howell, G.	Mack, G.	Ross, Jr.
Borsoi E.	Dasse, F.	Ingraham, J.	Marcus, R.	Russell, W.
Bowers, J.	Delks, P.	Jarnigan, P.	McCall, J.	Seymour, T.
Brockman, T.	Edge, H.	Jones, A.	McCarthy, J.	Skidmore, A.
Brown, F.	Edmondson, C.	Jucker, E.	McFarland, C.	Small, J.
Carson, B.	Eng-Wilmot, D.	Kahn, M.	Mulson, Jr.	Stewart, M.
Carson, R.	Gilbert, N.	Kerr, R.	Nordstrom, A.	Warden, J.
Child, D.	Goddu, R.	Gallo, W.	Pequeno, P.	Wavell, B.
Cohen, E.	Hales, W.	Lancaster, P.	Phelan, S.	West, B.
Cotanche, L.	Harris, P.	Lane, J.	Phillips, L.	Wettstein, A.
Crosby, G.	Hepburn, B.	Lauer, C.	Ray, R.	Williams, G.
Curb. R.	Higgins, J.	Levis, B.	Rodgers, C.	

I. Reports and Announcements

- A. Dr. Hales had no report and yielded the floor to Dr. Lauer. Dr. Lauer on behalf of the women faculty called for concerned colleagues to apply pressure in all departments for affirmative hiring of women and minority faculty. She stated that despite past pledges, Rollins still has few women and minorities on the faculty and these individuals are increasingly demoralized over their status as tokens.
- B. Dr. Seymour reported that the proposal for a new library was before a foundation and will be voted on in April.
- C. Dr. DeNicola explained that 3 new full time faculty positions will be added for next year. This brings the total of open positions to 14. Another change for next year is an effort to better manage scheduling.

Statistics gathered during fall term indicate this year's attrition rate is about the same as last year's, but voluntary withdrawals are down.

- D. Dr. Marcus noted that one group of consultants on the School of Continuing Education will present a written report in February. A College Board panel will be on campus 16-18 February and will examine adult learning services. Based on both groups' recommendations, decisions will be made on the future organization of the School of Continuing Education.

Dr. Riva has won a major award as a "leading educator in the field of criminal justice." Dr. Valdez is shortly leaving on a Fulbright Fellowship to Paraguay.

- E. Ms. Ingraham reported on next year's freshman class. The number of applicants is down 5-7% compared to this time last year. This, however, seems to be a general trend shared with comparable schools. Average SAT scores and class rank is higher in this year's applicant pool as compared to last year's pool.

II. Business

A. Proposed amendments to Faculty by-laws concerning governance:

1. Dr. Hales announced that since the agenda explaining the proposed by-law changes had not appeared 10 days prior to the meeting, the current by-laws stated these amendments could not be considered.
2. Dr. Lancaster moved that discussion be delayed for 10 days to conform to the by-laws. The motion passed by a voice vote.
3. Dr. Hales set a special meeting date of 16 February for the faculty to consider the changes.

B. Proposal on salary schedule for Rollins College Faculty. See agenda for complete motion.

1. Ms. Mack moved that the basic principles and implementation procedure developed by the Professional Development Committee be adopted.
2. Dr. Hales explained the procedures for implementation.
3. A discussion followed concerning what approval of these principles and their implementation really meant. Ms. Mack explained the committee had priorities for how to allocate funds if enough money wasn't available to do everything proposed. These were:
 - a. A cost of living increment of 80% of that year's cost of living rise.
 - b. Promotion increment
 - c. AAUP increment
 - d. years of service increment

A motion was made to table the motion since information on implementation was not on the agenda. Dr. DeNicola argued against this since contracts must go out by 1 March.

The motion was defeated.

Dr. Hales explained the implementation portion was written to show the procedure to be used under optimum conditions. Under less than these conditions the committee's set of priorities would be used in calculating salaries. The implementation procedures were meant to act as a guide in calculating salaries, but because of monetary considerations could not be absolute law.

4. Dr. Ray suggested as a friendly amendment that principle number 5 include the work minimum. The amendment was accepted and the statement now reads:

"5. That a representative salary scale (formula) should be used as a guideline for minimum starting salaries for new faculty members."

5. Dr. Cotanche called the question.

6. The proposal passed unanimously.

III. Adjournment

The meeting was adjourned at 5:30 p.m. A taped recording of the meeting is available at the College Archives.